

#### MOVEMENT

Movement is difficult from one career service to another and especially from one career service group to another. Labeling in an occupational category presents a problem in movement; e.g., PM type, reports type, research type, and support type. Short-term circumstances and needs often dictate reassignment or non-reassignment rather than the desires of employees and the long-term needs of the Agency. Experience can become the prime factor in keeping employees in the same job and office.

In 1971 the Committee on Inter-Directorate Rotation found that too much of inter-Directorate movement occurred on an ad hoc basis, rather than being planned to provide significant career development. The Committee believed that in order to make movement meaningful, the following approaches were needed: (1) Encourage employees to make known their interest in acquiring experience in other components, (2) monitor "normal" inter-Directorate movement to insure that career development is given maximum consideration, and (3) assign selected individuals to positions appropriate for cross-Directorate staffing for developmental purposes. The Committee concluded that it was important for each career service to determine individual assignment preferences and to include consideration of movement in career development planning.

Inter-office movement within a Directorate has previously been proposed and continues to be explored in the DDS. The purpose of this rotation would be to provide a system under which officers of the Directorate are selected for development and training which would equip them to serve in senior executive positions within their respective career services and in the Directorate as a whole.

Rotation is a succession of assignments to assure broad-based experience in a career field. Periods of rotational assignments as a means of experience with several facets of the organization may be utilized in connection with formal training for the younger professional. But generally there should not be rotational assignments for developmental programs for those beyond the junior officer level. The middle officer should have successive assignments of longer periods -- real jobs requiring performance that serves the needs of the organization both as to the job being done and the development of the employee, aiming to qualify him for consideration for a specific job or jobs.

Some companies in private industry use planned job rotation to introduce trainees to their company and the variety of functions performed. The purpose of these rotation programs is to orient the employee to the variety of functions performed in the company and to establish early in his career the generalist approach that will be required at executive levels.

Movement can eliminate unnecessary specialization and broaden perspectives. It can provide growth of the employee and enhance the possibility of beneficial change in the organization. Movement of employees throughout the organization reduces barriers to communication, decreases hostility among components, and provides a freer flow of information and ideas.

One survey of industrial companies found that all the companies accepted the necessity of occasional lateral movement to meet critical management needs. About one-half of the companies viewed lateral movement as an effective way to provide broadening developmental assignments for